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Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Digital Health and Care Wales **Communications Strategy 2023-2026**

BACKGROUND AND PURPOSE

Digital Health and Care Wales (DHCW) is an expert national body and part of NHS Wales, delivering digital and data services for our partners.

The organisation runs or integrates with more than 100 services and delivers major national digital transformation programmes.

It is a young and ambitious organisation with a vision to provide world leading digital services, empowering people to live healthier lives.

Communications can be defined as the act of giving, receiving or exchanging information and everyone has a role to play in supporting the way an organisation communicates. As a national NHS organisation, it is vital that DHCW delivers strong and proactive communications to raise the profile of its work and build its role as a trusted strategic partner with a reputation as a system leader for digital health services.

Effective communication is essential to share progress, ensure a mechanism for two-way feedback and inform audiences of the key role for digital and data in health and care. It can also support the creation of an open and transparent culture within our organisation, help with recruitment and staff morale and engage and involve partners in the work of DHCW.



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STRENGTHS, WEAKNESSES AND OPPORTUNITIES

Communications in DHCW, and its predecessor organisations, have historically focused on several areas, including building strong internal communications, events, awards submissions, website development and social media. Strengths include the quality and level of engagement of internal communications, success around award submissions and the level of involvement in events with key stakeholders.

However, current weaknesses are around taking a reactive approach to communications, the need to develop a stronger approach to external communications and gaining a better understanding of our stakeholders and their communication needs.

Recently, there has been a shift towards taking a more proactive approach and an increased focus on external communications, including digital communications, stakeholder communications, media, partnership working and crisis communications handling.

Work has also taken place to build on our internal communications; allowing staff to be more involved, and to ensure communications support and expertise is offered across the organisation. There are many positive opportunities to continue to develop and expand in these areas.

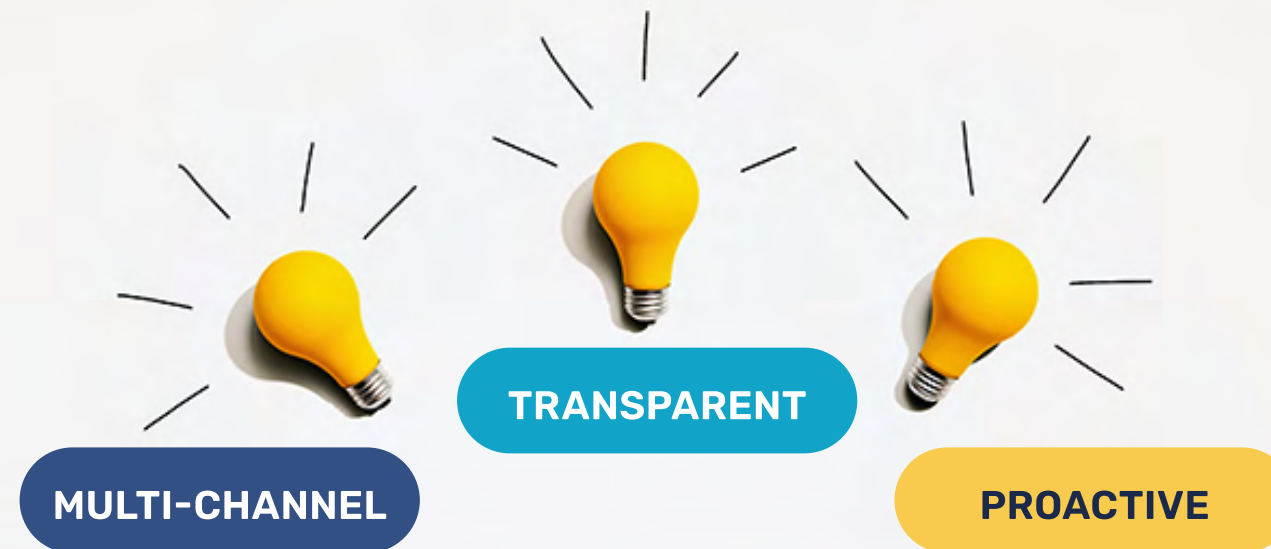
Developing a communications strategy which supports the delivery of open and proactive communications and outlines the priorities and direction of travel will help to create consistency in our approach and focus resources; ensuring an agreed set of aims for how we communicate.

This three-year strategy is designed to build on our to work date, identify the areas of focus for DHCW's communications in coming years and provide a clear pathway for achieving our strategic communications objectives. The ambition for this communications strategy is to ensure there is effective communication from DHCW to staff, stakeholders and the public about who we are, what we do and the impact that we have, as well as facilitating feedback, input and collaboration from these key groups.

VISION

Having a vision is key to understanding the direction of travel and what we are seeking to achieve.

Our vision for communications is to deliver multi-channel, transparent and proactive communications which put people at the heart and support DHCW to be a trusted strategic partner.



APPROACH

This strategy aims to establish an approach to communications for DHCW which will see our communications becoming more proactive and people focused.

Our communications will be open about the role that DHCW plays and the opportunities this presents, while being balanced within the context of the challenges faced by DHCW and the wider health and care system in Wales.

In our communications with staff and stakeholders, we will talk proactively and transparently about challenges to our organisation while also putting an emphasis on communicating the ways in which we are seeking to address these.

We will collaborate with our partners to understand the challenges they face and communicate honestly with them about the role DHCW could play in addressing these.

We will work towards several key communications principles which define our approach:

- Be proactive and forward thinking
- Be open, honest and transparent
- Be timely and consistent
- Take a tailored approach which meets people's needs
- Be inclusive and accessible
- Promote and encourage use of the Welsh language and support DHCW to become a bilingual organisation
- Establish a DHCW voice and brand
- Put people at the heart

WHO WE WANT TO COMMUNICATE WITH

DHCW plays a unique role in the NHS Wales family. We are the NHS organisation delivering national digital and data services to our partners.

Our audiences include:

Community services and social care	Social care sector, mental health services, allied health professionals, community services
Digital and data	Digital and data leads in NHS Wales (Board level Directors responsible for digital, Chief Digital Officers, Chief Clinical Informatics Officers, performance, and information), senior staff, digital and data staff
Media	Broadcast, print, online, social media, public relations and marketing
NHS Wales – Health Boards, Trusts, SHAs and other NHS Wales organisations	Board (Chairs, Independent Members, Executives), clinicians, digital leads, senior staff, frontline users of systems (non-clinical), communications leads
Wider NHS	NHS England, NHS Northern Ireland, NHS Scotland
Patients and public	Patients and the wider public
Political / local government	Political and government (elected representatives) and local government (members and officers)
Primary care	GPs, dentists, pharmacists, optometrists, prison healthcare staff

WHO WE WANT TO
COMMUNICATE
WITH

Our audiences include:

Representative bodies	Professional, statutory, and regulatory organisations including trade unions (Wales and UK), the Welsh Language Commissioner, Welsh NHS Confederation and Centre for Digital Public Services Wales
Research Education and Innovation	Research, innovation, and education (including Industry, digital and information technologies)
Suppliers and contractors	Commercial service procurement and contracts to support the organisation – systems, services software, consultancy, agency, contractors
Third sector	Third sector / voluntary, Patient / Public representative organisations / condition specific
Welsh Government	Minister for Health and Social Services, Chief Executive NHS Wales, Chief Officers, Digital and Data Directors, national clinical and policy leads
Our future workforce	Digital professionals, health professionals, students, trainees, apprentices, schools and universities

STRATEGIC AIMS

To deliver our vision, we will place our focus on five key strategic aims.

These are:

ONE To **establish** DHCW's reputation as a trusted strategic partner

TWO To **build** on our internal communications – supporting staff to feel informed and empowered, making DHCW a great place to work and a high quality and ambitious organisation

THREE To **develop** our stakeholder communications – building relationships to work in partnership

FOUR To **grow** our public communications – building understanding of DHCW's role and how digital and data will help the NHS in Wales work better, what DHCW is doing to address digital inclusion and encouraging people to work for us

FIVE To **enhance** our digital communications – delivering high quality digital communications which reflect our purpose and ambition as a digital organisation

ESTABLISH

BUILD

DEVELOP

GROW

ENHANCE

STRATEGIC AIM ONE:
TO ESTABLISH
DHCW'S REPUTATION
AS A TRUSTED
STRATEGIC
PARTNER

ESTABLISH

WHERE DO WE WANT TO BE?

- Have a clearly communicated vision and purpose so people understand who we are, what we do and why
- Be a recognised voice and brand in the health and digital sectors
- Be seen as a trusted strategic partner and recognised as an open, honest and learning organisation
- Have a reputation for delivering high quality products and services
- Ensure that there is a greater interest in working for us, and with us, by demonstrating an improved awareness of our role and our reputation

STRATEGIC AIM ONE:
TO ESTABLISH
DHCW'S REPUTATION
AS A TRUSTED
STRATEGIC
PARTNER

ESTABLISH

HOW WILL WE DO IT?

- Develop a DHCW voice that is used consistently
- Develop a consistent set of key messages which outline who we are, what we do and the impact we have
- Ensure the right message is given to the right audiences at the right time
- Be honest about the challenges that we face and communicate the ways in which we are working to address them
- Build the DHCW brand identity and align programmes to this
- Raise our profile as system leaders through a focused, targeted and proactive approach to external communications and thought leadership
- Have greater involvement in NHS Wales and national networks
- Communicate proactively and honestly about our learning when things have not gone well
- Continually communicate the impact that our work has had to date and any external validation to help establish trust in what we say and what we do

STRATEGIC AIM TWO:

**TO BUILD ON
OUR INTERNAL
COMMUNICATIONS -
SUPPORTING STAFF
TO FEEL INFORMED
AND EMPOWERED IN
THEIR WORK, MAKING
DHCW A GREAT
PLACE TO WORK AND
A HIGH QUALITY
AND AMBITIOUS
ORGANISATION**

BUILD

WHERE DO WE WANT TO BE?

- We work collaboratively with staff to ensure their communication needs are being met and they feel well informed about the organisation, with a range of opportunities for two-way dialogue and feedback
- Staff feel empowered to communicate what the organisation does, our vision and purpose and can support the delivery of organisational messaging
- We are recognised as a high quality, inclusive and ambitious organisation, retaining and attracting the best people to work for us
- Staff have a range of mechanisms and opportunities to collaborate in our communications work and share information, feedback and ideas with each other and senior leaders
- Staff are placed at the heart of our internal communications as we take a people-centred approach
- The use of the Welsh language across DHCW is actively supported, encouraged and delivered through our communications, helping the organisation to become a bilingual organisation
- Staff have opportunities to develop their own communication skills to support the delivery of effective communications in their day-to-day work

STRATEGIC AIM TWO:

**TO BUILD ON
OUR INTERNAL
COMMUNICATIONS -
SUPPORTING STAFF
TO FEEL INFORMED
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PLACE TO WORK AND
A HIGH QUALITY
AND AMBITIOUS
ORGANISATION**

BUILD

HOW WILL WE DO IT?

- Use a range of channels to provide staff with timely and relevant information
- Develop a proactive internal events programme that allows staff to collaborate and have two-way conversations, including with senior leaders
- Put staff at the heart of our communications, celebrating their work and achievements and the impact they have to help inspire others
- Work closely with People and Organisational Development to collaborate with staff to ensure they feel informed and engaged and part of an inclusive, supportive organisation
- Undertake regular evaluation of engagement and benchmark against other organisations who have successful internal communications and ensure we are meeting the needs of the organisation
- Collaborate with staff to support them to be ambassadors for the organisation reflecting DHCW's values and behaviours
- Work with Welsh language leads to ensure we effectively promote and encourage the use of Welsh across the organisation and ensure our communications are available bilingually
- Develop toolkits and guidance for staff to improve their communication skills so they feel empowered in this area

STRATEGIC AIM THREE:

TO **DEVELOP** OUR
STAKEHOLDER
COMMUNICATIONS
- BUILDING
RELATIONSHIPS TO
WORK IN PARTNERSHIP

DEVELOP

WHERE DO WE WANT TO BE?

- Seen as a trusted strategic partner in delivering digital health and care services
- Have positive and collaborative relationships with stakeholders who understand the role we play and value what we do
- Have a co-ordinated and defined approach to communications and engagement based on understanding stakeholders' needs
- Be consistent in our communications to stakeholders; providing them with timely and relevant information and allowing opportunities for them to communicate with us
- Seen as the experts in the field of digital health services
- Create opportunities for collaboration and partnership-working in our communications
- The use of the Welsh language with our key stakeholders is actively supported, encouraged and delivered through our communications

STRATEGIC AIM THREE:

TO **DEVELOP** OUR STAKEHOLDER COMMUNICATIONS - BUILDING RELATIONSHIPS TO WORK IN PARTNERSHIP

DEVELOP

HOW WILL WE DO IT?

- Be proactive, targeted and relevant with our stakeholder communications, providing information in a timely, consistent and appropriate manner, including, where necessary, timely crisis communications
- Be honest in our communications about the challenges that DHCW faces and how we are working with partners to address them
- Joint working between Communications and Engagement to undertake stakeholder mapping to understand our stakeholders and their needs and put in place communications channels which meet these
- Develop the DHCW Communications and Engagement professional network to establish a defined approach to stakeholders across DHCW and regular sharing of intelligence and information about key stakeholders
- Develop an events strategy which supports joint working and raises awareness of DHCW among stakeholders
- Use our expertise in digital and data to deliver information, briefings and events to partners to support them in their work
- Develop tools for DHCW staff to build their skills in this area and support them with their engagement work to ensure consistency in messaging and approach
- Build relationships and collaborate with our NHS Wales communications colleagues and wider partners to proactively seek opportunities for joint working
- Proactively identify opportunities with trade media to improve our reach with stakeholder audiences
- Work with Welsh language leads to ensure we effectively promote and encourage the use of Welsh with our stakeholders and ensure our communications are available bilingually

STRATEGIC AIM FOUR:**TO GROW OUR PUBLIC COMMUNICATIONS****– BUILDING**

UNDERSTANDING OF DHCW'S ROLE AND HOW DIGITAL AND DATA WILL HELP THE NHS IN WALES WORK BETTER, WHAT DHCW IS DOING TO ADDRESS DIGITAL INCLUSION AND ENCOURAGING PEOPLE TO WORK FOR US

GROW**WHERE DO WE WANT TO BE?**

- There is an awareness of the role DHCW plays and how our services and products help support the delivery and quality of care received or support the public to stay well
- Seen as a trusted strategic partner and part of the health and care family
- The public are aware and engage with digital services and products they can use to improve their health and wellbeing
- Seen as the experts in the field of digital health services
- Ensure that there is a greater interest in working for us, and with us, by an improved awareness of our role and our reputation

STRATEGIC AIM FOUR:
TO GROW OUR PUBLIC COMMUNICATIONS – BUILDING UNDERSTANDING OF DHCW’S ROLE AND HOW DIGITAL AND DATA WILL HELP THE NHS IN WALES WORK BETTER, WHAT DHCW IS DOING TO ADDRESS DIGITAL INCLUSION AND ENCOURAGING PEOPLE TO WORK FOR US

GROW

HOW WILL WE DO IT?

- Ensure our public communications channels follow best practice and are engaging and relevant to our audiences
- Tailor our communications and identify opportunities for proactive communications which highlight what DHCW does and show how our services are helping improve care for the public
- Promote our key services and products which the public can use to improve their care
- Develop an events strategy to ensure we have a presence at relevant public events to raise awareness of DHCW
- Engage with mainstream press and Welsh language media and identify opportunities to promote our work to a wide public audience
- Work with POD to develop communications and attend relevant events which target our future workforce and encourage both English and Welsh speakers to work for DHCW
- Work collaboratively with NHS Wales communications teams and key partners to undertake joint communications which promotes our work and the impact it has to their audiences

STRATEGIC AIM FIVE:

**TO ENHANCE
OUR DIGITAL
COMMUNICATIONS
- DELIVERING HIGH
QUALITY DIGITAL
COMMUNICATIONS
WHICH REFLECT
OUR AMBITIONS
AS A DIGITAL
ORGANISATION**

ENHANCE

WHERE DO WE WANT TO BE?

- Leading the way in digital communications; representing the high-quality digital services we provide
- Ensure there are opportunities for two-way communications
- Be professional, proactive and engaging with our content creation
- Meet the needs of our staff, stakeholders and the public
- Leading the way in providing digital communications that are inclusive and support the use of the Welsh language
- Responsive to emerging trends to keep abreast of a fast-moving environment

STRATEGIC AIM FIVE:

**TO ENHANCE
OUR DIGITAL
COMMUNICATIONS
- DELIVERING HIGH
QUALITY DIGITAL
COMMUNICATIONS
WHICH REFLECT
OUR AMBITIONS
AS A DIGITAL
ORGANISATION**

ENHANCE

HOW WILL WE DO IT?

- Team upskilling in digital communications
- Horizon-scan for emerging trends and ensure we deliver best practice
- Bring more digital content creation in-house
- Identify where we can use digital communications to deliver the best results and be as inclusive as possible
- Ensure we take a bilingual approach to our digital communications, offering content in both languages and promoting DHCW as a bilingual organisation
- Take a more people-focused approach
- Undertake regular evaluation with key performance metrics for our digital communication tools

OUTCOMES

This strategy is aimed at establishing a new, open and proactive focus to DHCW's communications.

The outcomes for this work are:

- Staff and stakeholders feel collaborated with, well informed about and engaged with our work and have opportunities to have input via a range of mechanisms
- DHCW's voice and brand is established and recognised by those in the health and digital sectors
- We are considered by our key partners as a trusted strategic partner with high levels of confidence in what we do and what we say
- We have a culture which supports open and honest conversations with staff and stakeholders with effective methods for communications so views, ideas and feedback are heard and responded to in appropriate ways
- We learn from best practice to become an exemplar for communications
- Staff have opportunities to develop their communications skills so they feel empowered and supported to deliver strong communications for DHCW in their day-to-day work



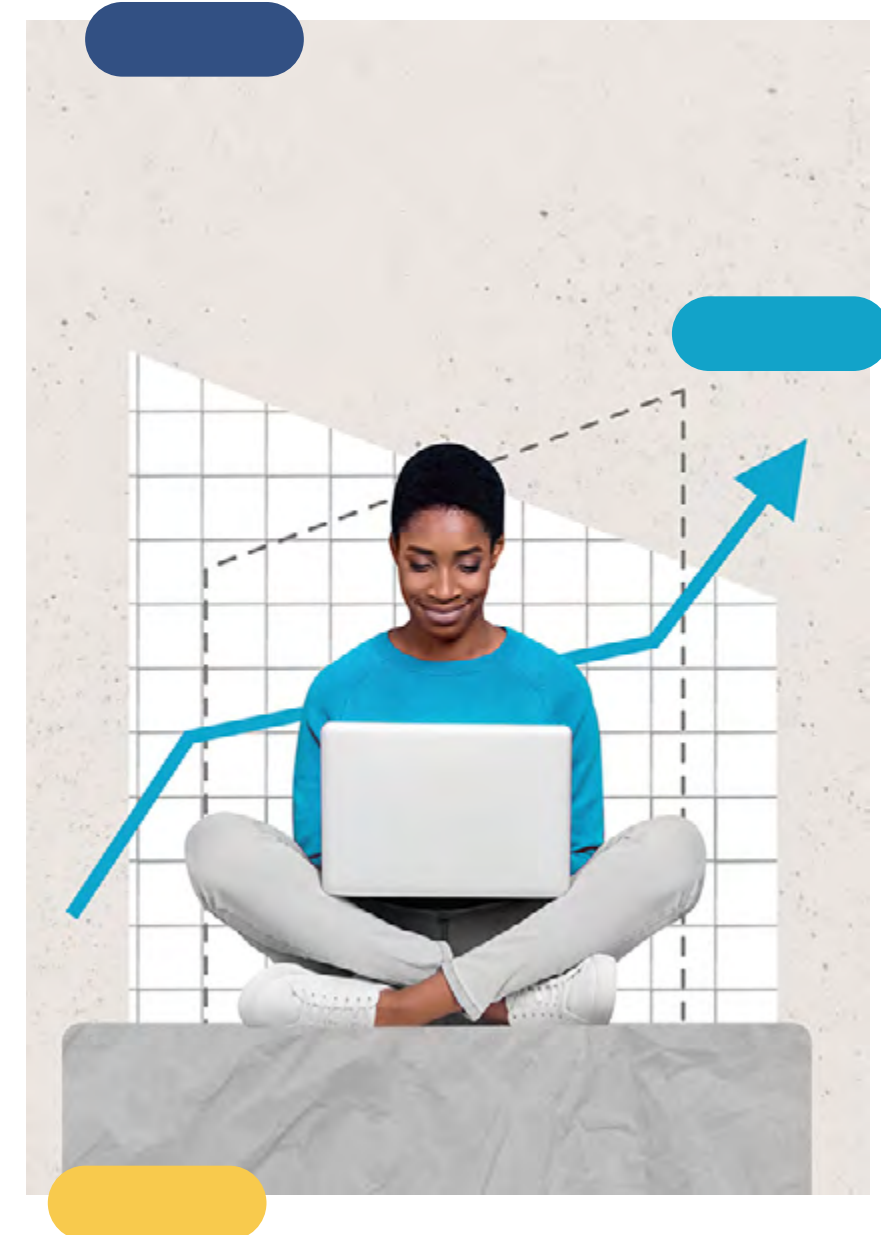
EVALUATION AND MEASUREMENT

We will evaluate and measure this work in a variety of ways, including:

- Engagement and feedback from stakeholders and validation from them
- Feedback from our staff about our communication and engagement work
- Media coverage and proactive news stories
- Staff survey participation and results
- Readership of key communications materials
- Engagement with our social media and website
- The number of events hosted, attendance and feedback from these events
- DHCW presence at key partner events and related feedback

As this strategy involves a new approach for the organisation, we will be carefully reviewing and monitoring the delivery plan and the above measures to ensure they are effective, appropriate and delivering our strategic aims.

Our approach will also be regularly reviewed and adapted to respond to any changing needs and ensure learning and continual improvements are made to deliver best practice.



APPENDIX 1

Engagement for this strategy included:

- Internal communications survey
- Engagement strategy, action plan and work by the Consultation Institute
- DHCW Board survey
- Induction meetings with ADOC (Assistant Director of Communications) - both with staff and stakeholders
- Communications team away day strategy planning session
- Regular meetings with Head of Engagement
- Engagement with Head of Strategy
- DHCW Executive Team session
- Board development session
- Management Board
- Communications team strategy delivery workshop
- DHCW Communications and Engagement professional network
- People and Organisational Development Directorate Senior Leadership Team
- Equality Diversity and Inclusivity group

APPENDICES

APPENDIX 2

Communications delivery plan 2023-2024

Strategic aim	How we will do it	Delivery actions	Date
To establish DHCW's reputation as a trusted strategic partner	We will develop a DHCW voice that is used consistently in all our communications	Develop a tone and style of writing for all DHCW communications	November
		Put processes in place within the comms team to ensure this is used in our communications work	December
		Develop a style guide for writing with this tone of voice to provide guidance for all DHCW staff	January
	Develop a consistent set of key messages which outline who are, what we do and the impact we have	Develop and agree key messages which cover who DHCW are, what we do and the impact we have	October
		Develop guidance for staff to ensure consistency in messaging	October
		Update our key corporate communications materials and channels to ensure this messaging is used	September
	Ensure the right message is given to the right audiences at the right time	Undertake stakeholder mapping to understand stakeholders' needs	October
		Undertake messaging workshop to establish messages for stakeholders	September
		Put in place stakeholder communications mechanisms to ensure regular communications on key issues	January

APPENDICES

Strategic aim	How we will do it	Delivery actions	Date
To establish DHCW's reputation as a trusted strategic partner (cont)	Be honest about the challenges that we face and communicate the ways in which we are working to address them	Ensure we acknowledge challenges in our communications work and provide context	August onwards
		Develop case studies of how we are working to address these challenges	September onwards
		Undertake staff and stakeholder events which cover the challenges we face and how we're working to address them	October onwards
	Build the DHCW brand identity and align programmes to this	Communicate with staff about the new branding for programmes and products to ensure alignment with one corporate DHCW brand approach	September
		Work with the graphics team to develop branding guidelines and toolkits	July
		Update existing comms materials where old branding is used	July
	Raise our profile as system leaders through a focused, targeted, proactive and transparent approach to external communications	Ensure all materials for programmes and products use the new branding	Phased in from September onwards
		Proactively identify opportunities for pitching to media and publications relevant thought pieces	October
		Build an events planner to allow for better strategic planning for events and be assured the right people are speaking about the right things to the right audiences	June
		Undertake a review of our website and implement any recommendations to ensure it is delivering best practice and is fit for purpose	Ongoing

APPENDICES

Strategic aim	How we will do it	Delivery actions	Date
To establish DHCW's reputation as a trusted strategic partner (cont)	Raise our profile as system leaders through a focused, targeted, proactive and transparent approach to external communications	<p>Focus efforts on growing our social media communications to promote our work and profile our leaders and the impact of digital in health and care</p> <p>Make use of social media scanning tools to identify key trends and discussion points in digital health and ensure, where appropriate, we are part of the conversation</p>	<p>Ongoing</p> <p>October</p>
	Communicate proactively and honestly about our learning when things have not gone well	<p>Have a communications presence in the learning and incident management group</p> <p>Develop communications about the work the group does</p> <p>Develop communications about the learning we have taken from incidents and events and what has changed as a result and share this information with staff and stakeholders</p> <p>Develop events which talk about this learning for staff and stakeholders</p>	<p>Ongoing</p> <p>August</p> <p>October</p> <p>November</p>
	Continually communicate the impact that our work has had to date and any external validation to help establish trust in what we say and what we do	<p>Develop case studies which show the impact our work is having</p> <p>Host and attend events where we showcase our work and the impact it is having</p> <p>Develop thought leadership pieces to establish ourselves as a system leader and raise our profile</p> <p>Use external validation and take a partnership approach to communications</p>	<p>Ongoing</p> <p>Ongoing</p> <p>November onwards</p> <p>Ongoing</p>

APPENDICES

Strategic aim	How we will do it	Delivery actions	Date
To establish DHCW's reputation as a trusted strategic partner (cont)	Have greater involvement in NHS Wales and national digital networks	Join the Welsh Government weekly Heads of Comms group Join the Welsh NHS Confederation's Heads of Comms peer group Join the CDPS' communications group and relevant peer groups	Ongoing Ongoing Ongoing
To build on our internal communications - supporting staff to feel empowered in their work, making DHCW a great place to work and a high quality, and ambitious organisation	Use a range of channels to provide staff with timely and relevant information	Evaluate current internal channels to ensure they are being used effectively Put in place internal comms tools based on internal comms survey Continue to develop SharePoint as 'one stop shop' for staff information Continue to use successful internal comms channels, including staff briefing and staff message	January September Ongoing Ongoing
	Develop a proactive internal events programme that allows staff to collaborate and have two-way conversations, including with senior leaders	Develop a programme of Exec engagement with staff Change the staff briefings to webinars to ensure two-way conversations Support Execs with developing their own comms mechanisms for their directorates Develop an events planner which ensures a range of internal staff engagement events are put in place throughout the year	September Ongoing Ongoing June

APPENDICES

Strategic aim	How we will do it	Delivery actions	Date
To build on our internal communications - supporting staff to feel empowered in their work, making DHCW a great place to work and a high quality and ambitious organisation (cont)	Put staff at the heart of our communications, celebrating their work and achievements and the impact they have to help inspire others	Ensure all our comms takes a person-centred approach	Ongoing
		Continue with directorate comms support to gain insight and develop stories about team achievements and involving them in our comms work	Ongoing
	Work closely with People and Organisational Development to collaborate with staff to ensure they feel informed and engaged and part of an inclusive, supportive organisation	Continue with the communications directorate support to POD to communicate key staff information	Ongoing
		Regular meetings in place between POD and Comms team to ensure joint working on internal comms and staff support	Ongoing
		Put in place strong evaluation methods for our internal comms to ensure they are meeting the needs of staff	October
		Put in place two-way communications / methods such as staff briefings so staff have the chance to feedback on key issues	Ongoing
	Undertake regular evaluation and engagement and benchmark against other organisations and ensure we are meeting the needs of the organisation	Undertake regular audits and reviews of our internal communications and monitor against other organisations	October
		Horizon-scan for best practice and consider how DHCW might adopt new approaches	January
		Bring new ideas to forward planning and team away days	January

APPENDICES

Strategic aim	How we will do it	Delivery actions	Date
To build on our internal communications - supporting staff to feel empowered in their work, making DHCW a great place to work and a high quality and ambitious organisation (cont)	Collaborate with staff to support them to be ambassadors for the organisation reflecting DHCW's values and behaviours	Put call outs to staff to become ambassadors Develop case studies of staff to promote on our channels and recruitment events Develop key messages around DHCW recruitment that staff can use Develop a staff toolkit to support them to promote the organisation, including with key messages and relevant information	November January January February
	Work with Welsh language leads to ensure we effectively promote and encourage the use of Welsh across the organisation and ensure our communications are available bilingually	Engage with Welsh language leads and network across DHCW Deliver strong promotion of Welsh resources and support for staff Ensure communications are delivered bilingually Look at content creation with Welsh speakers within the communications team	August August Ongoing September
	Develop toolkits and guidance for staff to improve their communication skills so they feel empowered in this area	Develop a staff communications skills toolkit Put in place staff training sessions in communications via our internal communications methods	October From December

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Strategic aim	How we will do it	Delivery actions	Date
To develop our stakeholder communications - building relationships to work in partnership	Be proactive, targeted and relevant with our stakeholder communications, providing information in a timely, consistent and appropriate manner	<p>Put in place regular communications forward planning meetings which involve programme comms leads to share information and undertake a shared approach to stakeholder communications</p> <p>Update stakeholder contacts list</p> <p>Make use of a stakeholder database which demonstrates who is communicating with whom and how</p> <p>Conduct an evaluation and review of current approaches to stakeholder communications across DHCW to establish what existing channels there are and how to better co-ordinate this</p> <p>Put in place mechanisms that support proactive communications with stakeholders, for example newsletters, briefings</p>	<p>Ongoing</p> <p>August</p> <p>January</p> <p>October</p> <p>January</p>
	Be honest in our communications about the challenges that DHCW faces and how we are working with partners to address them	<p>Ensure we acknowledge challenges in our communications work and provide context</p> <p>Develop case studies of how we are working to address these challenges</p> <p>Develop communications about the learning we have taken from incidents and events and what has changed as a result and share this information with staff and stakeholders</p> <p>Develop events which talk about this learning for staff and stakeholders</p>	<p>August onward</p> <p>September onward</p> <p>October</p> <p>November</p>

APPENDICES

Strategic aim	How we will do it	Delivery actions	Date
To develop our stakeholder communications - building relationships to work in partnership (cont)	Joint working between Communications and Engagement to undertake stakeholder mapping to understand our stakeholders and their needs and put in place communications channels which meet these needs	Work with Head of Engagement to undertake stakeholder mapping for DHCW	October
		Work with other comms and engagement leads across DHCW to understand their stakeholders and their needs	October
		Put in place stakeholder channels that will meet these needs	January
		Ensure regular evaluation of these channels to ensure needs continue to be met	January
	Develop the DHCW Communications and Engagement professional network to establish a defined approach to stakeholders across DHCW	Work with the Head of Engagement to continue to establish and grow the comms and engagement network	Ongoing
		Share information and agree a structured and joined up approach to stakeholder communications and engagement	Ongoing
	Develop an events strategy which supports joint working and raises awareness of DHCW among stakeholders	Develop an events planner	June
		Regular meetings with the events team to ensure we are working in partnership with the right stakeholders and reaching the right audience with our attendance and involvement with events	Ongoing
	Use our expertise in digital and data to deliver information, briefings and events to partners to support them in their work	Develop a repository of spokespeople for key areas of expertise	December
		Deliver events to stakeholders on areas of expertise that will support them in their work	January onwards
		Ensure we attend relevant events using the right spokespeople to promote our work and expertise to audiences	Ongoing

APPENDICES

Strategic aim	How we will do it	Delivery actions	Date
To develop our stakeholder communications - building relationships to work in partnership (cont)	Develop tools for DHCW staff to support them with their engagement work to ensure consistency in messaging and approach	Develop a stakeholder toolkit with key messages and information to support staff with their engagement with stakeholders	October
	Build relationships and collaborate with our NHS Wales communications colleagues and wider partners to proactively seek opportunities for joint working	Join the Welsh Government weekly Heads of Comms calls Join the Welsh NHS Confederation's Heads of Comms peer group Join CDPS' comms groups and relevant peer groups	Ongoing Ongoing Ongoing
	Proactively identify opportunities with trade media to improve our reach with stakeholder audiences	Put in place Team SOPs for media bidding and handling Undertake team training in media work Update media contact lists so we know who to pitch to Contact relevant journalists to build relationships and identify their needs for pitching Bring proactive news stories to the comms team meeting to discuss ideas of how to pitch and who to	Ongoing Ongoing November November Ongoing

APPENDICES

Strategic aim	How we will do it	Delivery actions	Date
To develop our stakeholder communications - building relationships to work in partnership with stakeholders (cont)	Work with Welsh language leads to ensure we effectively promote and encourage the use of Welsh with our stakeholders and ensure our communications are available bilingually	Engage with Welsh language leads and network across DHCW Deliver strong promotion of Welsh resources and support for staff Ensure communications are delivered bilingually Look at content creation with Welsh speakers within the communications team	August August Ongoing September
To grow our public communications – building understanding of DHCW’s role and how digital and data will help the NHS in Wales work better, what DHCW is doing to address digital inclusion and encouraging people to work for us	Ensure our public communications channels follow best practice and are engaging and relevant to our audiences	Undertake a review of our website and consider recommendations Ensure we have appropriate specialist skills within the team to develop our website Continue to develop and grow our social media channels Regularly evaluate the performance of our website and social media to understand usage and engagement levels	Ongoing Ongoing Ongoing July
	Tailor our communications and identify opportunities for proactive communications which highlight what DHCW does and show how our services are helping improve care for the public	Ensure our communications are people-focused and relatable to members of the public by demonstrating the impact they have on people’s care	June onwards

APPENDICES

Strategic aim	How we will do it	Delivery actions	Date
To grow our public communications – building understanding of DHCW’s role and how digital and data will help the NHS in Wales work better, what DHCW is doing to address digital inclusion and encouraging people to work for us (cont)	Promote our key services and products which the public can use to improve their care	Promote NHS Wales app and other public-facing products across our DHCW communications channels	September
	Promote our key services and products which the public can use to improve their care	Promote NHS Wales app and other public-facing products across our DHCW communications channels	September
	Develop an events strategy to ensure we have a presence at relevant public events to raise awareness of DHCW	Develop an events planner Regular meetings with the events team to ensure we are attending or showcasing at relevant events to meet our strategic objectives	June Ongoing
	Engage with mainstream press and Welsh media and identify opportunities to promote our work to a wide public audience	Put in place Team SOPs for media bidding and handling Undertake team training in media work Update media contact lists so we know who to pitch to Bring proactive news stories to the comms team meeting to discuss ideas of how to pitch and who to Contact relevant journalists to build relationships and identify their needs for pitching	Ongoing Ongoing November Ongoing November

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Strategic aim	How we will do it	Delivery actions	Date
To grow our public communications – building understanding of DHCW’s role and how digital and data will help the NHS in Wales work better, what DHCW is doing to address digital inclusion and encouraging people to work for us (cont)	Work with POD to develop communications and attend relevant events which target our future workforce and encourage both English and Welsh speakers to work for DHCW	Provide comms directorate support to build relationships and share planning between comms and POD Horizon-scan for relevant recruitment events as part of our events strategy and ensure we attend events which will be impactful for recruitment	Ongoing January
	Work collaboratively with NHS Wales communications teams and key partners to undertake joint communications which promotes our work and the impact it has to their audiences	Join the Welsh Government weekly Heads of Comms calls and identify areas for joint working	Ongoing
		Join the Welsh NHS Confederation’s Heads of Comms peer group and identify areas for joint working	Ongoing
		Ensure communications are developed in partnership with Health Board and Trust teams and shared across channels Join CDPS’ comms groups and relevant peer groups	July onwards Ongoing
To enhance our digital communications – delivering high quality digital communications which reflect our ambitions as a leading digital organisation	Team upskilling in digital communications	Team CPD programme to be developed and implemented, covering digital communications	January
	Horizon-scan for emerging trends and ensure we deliver best practice	Undertake research on a quarterly basis on digital communications and identify any key trends or changes Identify leaders in the field and regular monitor their work to understand what best practice looks like and apply this to our channels	January January

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Strategic aim	How we will do it	Delivery actions	Date
To enhance our digital communications - delivering high quality digital communications which reflect our ambitions as a leading digital organisation (cont)	Bring more digital content creation in-house	Purchase filming equipment Team upskilling (as per above action)	July August
	Identify where we can use digital communications to deliver the best results and be as inclusive as possible	Ensure the communications team have knowledge of equality and accessibility and that our digital channels meet these standards Undertake regular audits and reviews of our internal communications and monitor against other organisations Horizon-scan for best practice and consider how DHCW might adopt new approaches	July September March
	Take a more people focused approach	Ensure our digital communications content, particularly our social media posts, centres around people	Ongoing
	Undertake regular evaluation with key performance metrics for our digital communication tools	Monthly evaluation of our digital channels to be put in place and discussed at team meetings Reporting of digital communications performance to monthly management board	August July onward
	Ensure we take a bilingual approach to our digital communications, offering content in both languages and promoting DHCW as a bilingual organisation	Ensure all digital communications are bilingual Research best practice for digital bilingual communications Promote use of Welsh via our digital channels Work with Welsh speaking team members to draft content bilingually	Ongoing February Ongoing September